MINIMAL   AWARDS

20   SEPTEMBER   1976

☐ UNCLASSIFIED   ☐ INTERNAL USE ONLY   SECRET   ☐ CONFIDENTIAL   ☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)	MINIMAL AWARDS

FROM: EXECUTIVE SECRETARY, SAAC 1001 AMES BUILDING	EXTENSION 2086	NO.
		DATE 16 September 1976

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DC/BSD 5E 69 Hqs.	17 Sep 76		B	1-4: For your information.
2. C/BSD 5E 69 Hqs.		9/17	EES	5: Attached are 19 Minimal Awards for your approval.
3. DD/Pers/SP 5E 69 Hqs.	20 SEP 1976			
4. DD/Personnel 5E 58 Hqs.	20 SEP 1976			
5. Chairman, SAAC 5E 58 Hqs.	20 SEP 1976		J	
6.				
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10. ES/SAAC 1001 Ames Building	9-22-76			
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25X1A

SECRET

FORM 610 USE PREVIOUS EDITIONS   3-62   ☐ SECRET   ☐ CONFIDENTIAL   ☐ INTERNAL USE ONLY   ☐ UNCLASSIFIED

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 74-122: dated 18 June 1973   STATINTL
                       ███████████ , GS-15
                       Program Analyst
                       Directorate of Administration/OPPB
                       (later DDO/SS and now retired)

A. Summary of Suggestion

        The suggester recommended the development and
implementation of an improved personnel management
system (detailed description attached).

B. Evaluations

        1. Detailed evaluation by Chief, Psychological
Services Staff/OMS, attached.

        2. C/Review Staff/OP commented that significant
actions taken in recent months are related to this
suggestion; for example, memo from Acting Director of
Personnel of 23 January 1974 (attached). Two subgroup
surveys have been taken within the DDA, and comprehensive
surveys have been taken within the DDO and the DDI.
The survey now being taken on an Agency-wide basis,
however, owes its origin to the program evaluation
system developed by the Civil Service Commission,
which advocates such surveys containing personnel
related questions.

        3. One important element of the suggestion has
not yet been adopted, and may never be, i.e., for
employee committee's to develop recommendations based
on survey results. While such an approach may be
effective in an industrial situation, especially where
the employee may share in any tangible benefits, we
know of no such application in government. Public
employees and their managers do not possess the same
freedom to undertake initiatives that their counter-
parts in business and industry possess.

        4. C/Review Staff/OP rated intangible benefits
SUBSTANTIAL/BROAD.

C. <u>Recommendations of the Executive Secretary</u>

    1. Not line of duty.

    2. $300 award (SUBSTANTIAL/BROAD).

D. <u>Decision of the Chairman</u>

                                               20 Sept 76   STATINTL

Chairman, Suggestion and
Achievement Awards Committee   Date

                  $300.-

                   Award

Atts

-2-

PERS 73- *4416*

PPB 73-0720

18 June 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT: A New CIA Approach to Personnel Management

Introduction

1. The purpose of this paper is to recommend the development and implementation of a system, based on industry experience, which is intended to contribute substantially to improved personnel management at all levels. The system is designed to improve morale (and reduce security risks) through an innovative form of employee participation in management. The proposed system is no panacea. It is hoped that it would augment the many other new approaches to personnel management now under active consideration by the Office of Personnel. It most specifically provides additional leverage in making Management by Objectives (MBO) work in respect to our most important resource-- people.

Background

2. Today's leading and most pragmatic spokesman for the philosophy of MBO points out that in developing an MBO system one must first ask some simple questions and get hard answers, in the following order:

    a. Where are we now? What are the realities of our organization?

    b. If we do not change, what then in one, two, five years?

    c. Do we like the answers to (b) above? If not, then we decide what we do want (the objective), develop alternate means of getting to the objective, identify who will be responsible, and identify the way in which progress will be measured.

3. Many of us are convinced that there are serious morale problems in the Agency which have been developing for years, and that if the

situation is not corrected, we are likely to have increasing problems in recruiting and holding the best people, more unfavorable publicity, and more personnel security risks. But we can't prove this, identify specific causes and remedies, and observe change because there has not been a consistent system to pinpoint the attitudes of Agency employees, how they change over the years, and why.

Proposed Approach

4. Texas Instruments (TI) has developed, as part of its MBO system, a subsystem which is based on periodic attitude surveys. This is described, in general, in the attached article by Scott Myers. Briefly, the subsystem provides for the development of questionnaires for measuring attitudes on a sampling basis, forming employee groups to analyze the results and forward recommendations for improvement to the appropriate level of management (in our case this might be the Office head) and, most critical to the success of the system, a system of management feedback to the employees as to what actions will or will not be taken on their recommendations and why. Interviews with Myers, TI corporate officers and the personnel officer directly involved in the program revealed that there is more to this than is revealed in the article. For example, it was found that comparisons between departments of different character were not meaningful. Nevertheless, it is clearly the view of TI management that the system has paid for itself many times over. Management believes it is the primary cause for TI's remaining union-free. A Canadian food chain, Steinberg's, was in deep trouble when it adopted the TI system and found that its application greatly reduced labor grievances and considerably eased the collective bargaining process. As further proof of the seriousness of TI management's faith in the commercial payoff of the attitude survey-employee/management feedback system, it devoted close to 1% of its employees' time in developing the system for a period of several years.

5. There are many aspects of this approach, as applied at TI and as it might be adapted for Agency purposes, which are best articulated in briefings and discussions. There are several points, leading to action recommendations, which need highlighting here:

    a. To succeed, this type of innovative approach to personnel management and MBO must have the understanding and aggressive backing of top management.

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b. Development of such a system tailored to our organization and problems will take concentrated effort and time, although we can save a lot of time by avoiding the mistakes of others. The first year's responses to an attitude survey will not be particularly meaningful until employee committees have made their recommendations, management has responded, and the next year's results are in for comparison. It would probably take three years of experimentation and steady broadening of the technique among Agency components before truly measurable results can be analyzed.

c. Related to the above is the need to start with meaningful samples--not the whole Agency. If the samples are carefully selected, however, the very fact that Agency management is trying a new, systematic approach to our personnel problems could, in itself, generate widespread interest and improved morale.

d. There should be no illusions as to the difficulty in overcoming inertia and cynicism in launching such a project even with the active support of top management. Nor should there be any suggestion that such a program is the solution to all of our management problems. If successful, though, it can be a technique for surfacing problems of varying degrees of intensity which we may not have been aware of, and conversely may dispel notions about other problems we may have erroneously felt to be serious.

e. The anonymity of the pollees must be protected at all costs if the system is to work, and managers at all levels must not feel individually threatened by the system (although, in fact, some will be by definition). The problem is to construct and operate the system in such a way as to make the large majority of employees and managers believe that it is a constructive, self-improvement process.

f. Finally, the successful adoption of such an approach is a means of satisfying the feelings of a large number of junior and middle rank officers that "no one cares", indirectly recognizes the demands for "reverse fitness

3.

reports", and above all assures our people at this
particular point in history that positive, far-reaching
imaginative steps are being taken to engage all levels
of personnel in participation in Agency management.

Recommendations

6. It is recommended that:

    a. The DD/M&S approve implementation of
experiments with this approach.

    b. The Director of Personnel and appropriate
staff be briefed in detail on the successes and short-
comings of the TI experience by the undersigned.
The Office of Personnel, with whatever help
O/PPB can provide, would be responsible for
implementation of the program.

    c. The briefing(s) include one or more representa-
tives of MAG and the IG Staff.

    d. A task force be appointed to work full
time under the Director of Personnel on development
of a strategy for choosing representative components
to be surveyed, determining the nature and specifics
of the questions to be asked, assignment of tasks
for tabulation and analysis of survey results
and collateral data from personal interviews,
provide guidance to components in forming employee
committees to develop recommendations based
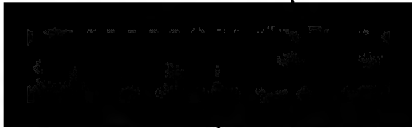on survey results, and management follow-through
on committee recommendations.

Summary Comments

7. Given the culture(s) that have evolved in CIA in the past 25 years,
many senior managers will have difficulties with this proposal. The fact
is that the autocracy of the past is swiftly vanishing from the American
scene--both in industry and government. Perhaps the most significant

4

and difficult aspect of this proposal to grasp is that it does not break down the chain of command--it strengthens it. Attitudes are polled, recommendations by employee groups are made, management has to respond with yes, no, later or never for specified reasons and each party is satisfied that at least he has communicated, the problems have been weighed, and decisions arrived at on the management level which are fully informed. There is great frustration amongst the troops that this is not the case today.

8. There is no need to seek approval from the CIA Management Committee on this experiment at this time; indeed it would probably be fatal to do so. We can do it totally within DD/M&S to start with. In effect, this recommends to you as Agency manager, that we proceed with an experiment within the M&S Directorate as a first round.

25X1A

Science and Technology Group
O/PPB

Attachment
  As stated

cc: D/Pers

Distribution:
  Orig - Addressee
    1 - DDM&S Registry

5

M. Scott Myers

Ever since managers learned that behavior is related to attitudes, they have been interested in measuring and changing attitudes. Most large companies in the last two or three decades have at least experimented with attitude surveys, and many of them administer them routinely as a part of their ongoing industrial relations program. Unfortunately, attitude surveys are often administered without thoughtful analysis of what their purposes should be. Like many other programs such as performance reviews, suggestion systems and communication programs, they often administer them because "other progressive companies do," and value them as symbols of progressive management.

The traditional way.

Let's review the traditional fate of an attitude survey. A typical attitude questionnaire is a form containing approximately a hundred items of the type illustrated in Exhibit 1.

Exhibit 1. Typical attitude survey items

	Agree	?	Disagree
The hours of work here are O.K.	( )	( )	( )
I'm paid fairly compared with other employees.	( )	( )	( )
My supervisor has always been fair in his dealings with me.	( )	( )	( )
I have confidence in the fairness and honesty of management.	( )	( )	( )
I work in a friendly environment.	( )	( )	( )
I know how my job fits in with other work in this organization.	( )	( )	( )
My supervisor welcomes our ideas even when they differ from his own.	( )	( )	( )
I'm proud to work for this company.	( )	( )	( )
Favoritism is a problem in my area.	( )	( )	( )
I have very few complaints about our lunch facilities.	( )	( )	( )

naires are administered to employees, usually by an outside consultant, and responses to each item are calculated and tabulated by job classification, shift, plant location and various other categories. The report is generally sent to top management where it is reviewed behind the closed doors of an executive conference room. Though such a report always contains much positive information, it inevitably contains some information which is seen as "negative," "ungrateful" or "disloyal." Managers, who naturally have strong proprietary interests in the company, usually find it difficult to understand why employees express anti-company feelings and feel hurt when employees question their motives and competence.

The inability to determine the relative importance of the items complicates their interpretation. Which, for example, is the most serious problem -- 50% don't like the cafeteria, 30% are dissatisfied with the hours of work, or 20% believe favoritism exists in their department? Just blindly following percentages could be misleading, as the cafeteria may be a less important problem than favoritism. So, managers often hang on the dilemma of trying to identify the real problems which deserve their attention and, even if they agree, trying to plan remedial action. Traditionally, they conclude their review by saying, "I am sure there is an important message here for us that can help us become more effective as managers. But, this stuff is dynamite and we've got to be careful who sees it." They adjourn their meeting without an action plan and put off doing anything further until it is safe to file the report away forever in the Personnel Department archives.

When they administered the questionnaires, they promised to give employees the results of the survey. But, since it is "dangerous" for employees to see all the data, they publish a report which reads something like this:

> The attitude survey administered in the Ajax Company seven months ago has been analyzed, and much useful information has been obtained from this survey. It was gratifying to note that most of you were very positive in your attitudes toward the company, our fringe benefits, the cafeteria and hours of work. Ninety percent of you said you were proud to work at Ajax! A few felt there was opportunity for improvement in the administration of the performance review and wage and salary program. Surprisingly, very few were acquainted with their opportunities for advancement, but many had confidence in top management. Some of you felt that favoritism was a problem in your department, but most of you thought your supervisor was qualified for his job.
>
> This information is very useful because it indicates a need to clarify career opportunities in Ajax and policies governing growth with the

training. No company is perfect, of course, but we believe ours is
better than most, and we are doing everything in our power to make
Ajax the kind of company you want it to be.

We would like to take this opportunity to thank all of you for your use-
ful suggestions, and hope to ask you from time to time for additional
suggestions.

With the publication of this report in the company newspaper, management has
"done its duty," and fulfilled the need for feedback. Such a whitewashed report usually
deceives no one but the managers, and employees don't react to this insult to their intelli-
gence only because they are accustomed to it, and they really didn't expect much else.
This type of management behavior is so commonplace that many employees have come to
accept it as the traditional behavior of managers; and, while they resent it, they apparently
have come to believe that since so many managers act this way, there must be some reason
for it. Managers, and employees themselves, do not often realize that complaints, grie-
vances, absenteeism, tardiness, malingering, picketing, slow-downs, strikes, etc., are pri-
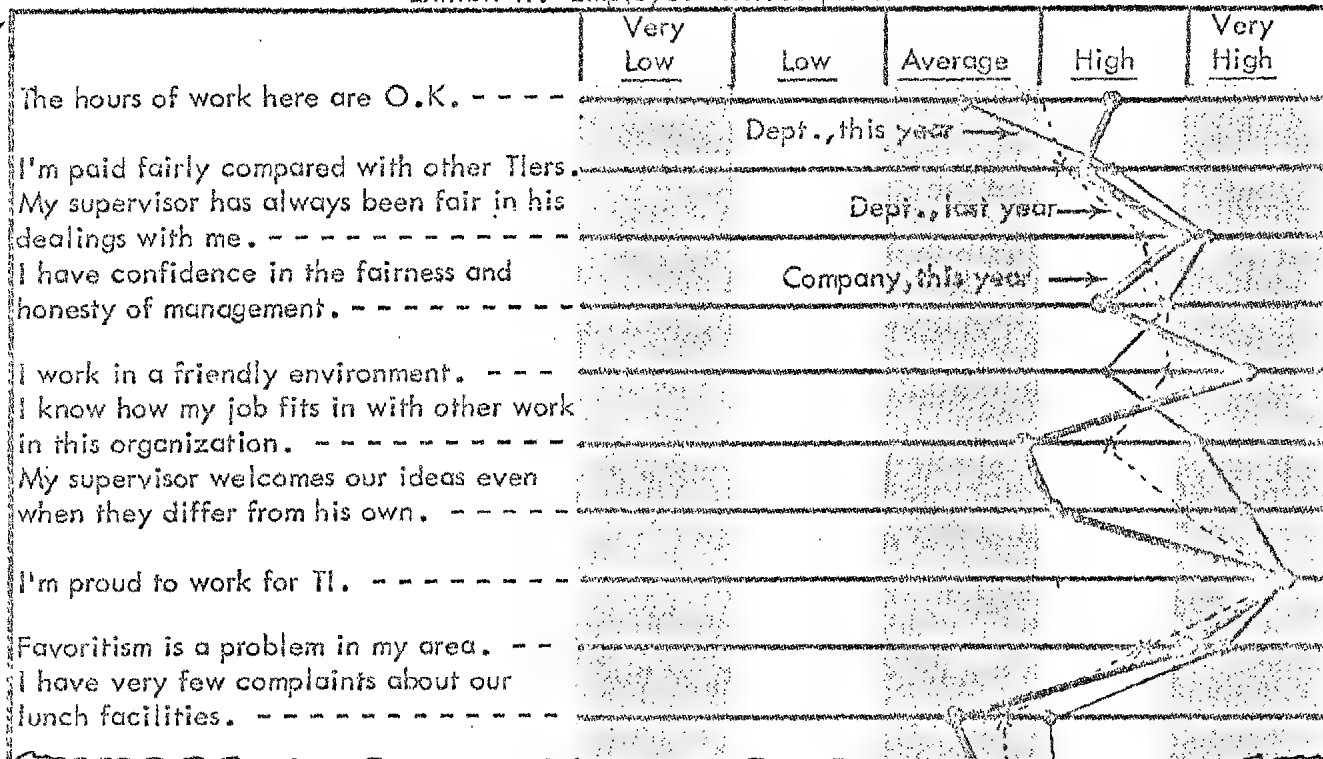marily symptoms of mismanagement.

The involvement approach.

Attitude surveys needn't follow this traditional pattern. They have potential for
serving a number of constructive purposes, as illustrated by the attitude measurement program
now being applied in several operations in Texas Instruments.

Every year a questionnaire of the type illustrated in Exhibit I is administered to a
10 to 20% sample of employees throughout the company. Profiles, as illustrated in Exhibit II,
are prepared from the results and delivered to each of approximately 160 department managers.
The heavy solid line shows the company average for this year and is the same on every profile.
The thin solid line is this year's department results and the dotted line is last year's department
results. These detailed profiles, which fill 22 pages for each department, enable the manager
to compare his department's results for each item to the total company results and to his last
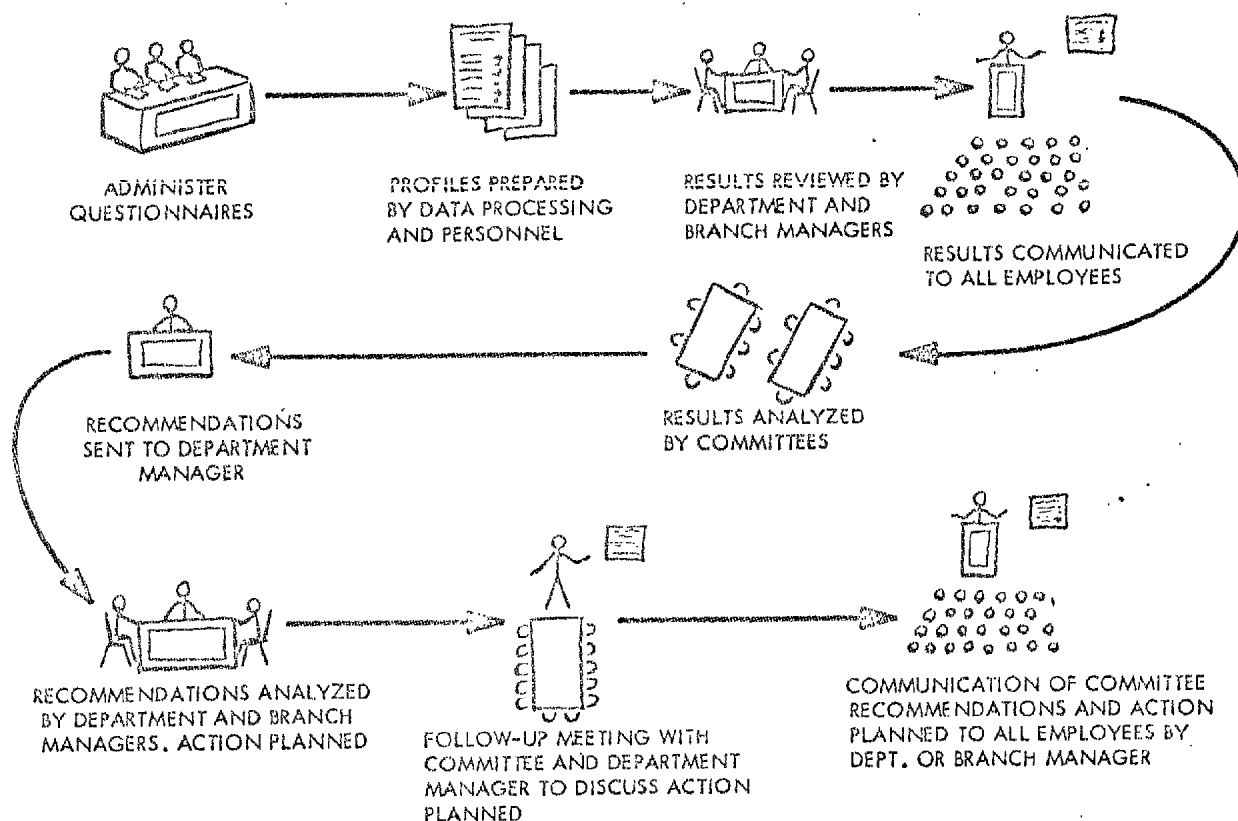year's profile.

When first administered in TI, attitude survey results were fed back in top-to-
bottom sequence, beginning with the president, thereby putting middle managers in an

Exhibit II. Employee attitude profile

	Very Low	Low	Average	High	Very High
The hours of work here are O.K. — — — —		Dept., this year →			
I'm paid fairly compared with other TIers.					
My supervisor has always been fair in his dealings with me. — — — — — — — — —		Dept., last year →			
I have confidence in the fairness and honesty of management. — — — — — — —		Company, this year →			
I work in a friendly environment. — — —					
I know how my job fits in with other work in this organization. — — — — — — — —					
My supervisor welcomes our ideas even when they differ from his own. — — — — —					
I'm proud to work for TI. — — — — — —					
Favoritism is a problem in my area. — —					
I have very few complaints about our lunch facilities. — — — — — — — — — —					

unconfortable defensive position. To avoid this conflict situation, the reporting procedure was changed to issue reports directly to department heads. This enabled them to analyze the results, plan corrective action and report both the results and action plans upward, thereby making it a more positive experience. Though the department head's situation was improved by this new procedure, lower levels of supervision and nonsupervisory employees were sometimes put on the defensive and were not always in agreement with the department head's interpretation of survey results. The final and logical step in the development of the program was to change the procedure to involve nonsupervisors in the analysis of survey results, as illustrated in Exhibit III.

Now, upon receipt of the profiles (on vu-graph transparencies), the department head presents and discusses them in general terms to a group meeting of all members of his department, and then hands them to a committee of hourly employees (or non-supervisory salaried employees for salaried groups) for detailed analysis and recommendations. Committee members may be selected by a manager, selected by an appointed committee chairman or formed by an informal group process. Committee members usually number about six, and are authorized to meet

ADMINISTER
QUESTIONNAIRES

PROFILES PREPARED
BY DATA PROCESSING
AND PERSONNEL

RESULTS REVIEWED BY
DEPARTMENT AND
BRANCH MANAGERS

RESULTS COMMUNICATED
TO ALL EMPLOYEES

RECOMMENDATIONS
SENT TO DEPARTMENT
MANAGER

RESULTS ANALYZED
BY COMMITTEES

RECOMMENDATIONS ANALYZED
BY DEPARTMENT AND BRANCH
MANAGERS. ACTION PLANNED

FOLLOW-UP MEETING WITH
COMMITTEE AND DEPARTMENT
MANAGER TO DISCUSS ACTION
PLANNED

COMMUNICATION OF COMMITTEE
RECOMMENDATIONS AND ACTION
PLANNED TO ALL EMPLOYEES BY
DEPT. OR BRANCH MANAGER

as often as required on company time to analyze the results. A member of the Personnel Department orients the committee members and then leaves them to function as an autonomous group, returning to the group only if requested. Typically, a committee will meet in four or five 2-hour sessions, questioning fellow employees between sessions to gain information and insights in preparation for the next meeting. Committee members finally prepare a written report for the department head, summarizing their interpretation of the survey results and recommendations for improvements. The department head shares these findings with middle and lower managers, and together they formulate corrective action.

The department head meets with the committee to discuss their recommendations and clarify points of misunderstanding. This face-to-face meeting is most successful in an atmosphere of informality, approval and authentic relationships. Unfortunately, the more threatening managers usually have the worst problems and are least successful in getting

Exhibit ... Problems and committee suggestions

Committee Report for XYZ Department

Problems	Recommendations
1 – New employees are sometimes hired for good jobs that old employees are qualified to fill.	1 – Post job openings on bulletin boards and explain procedure for bidding on these jobs.
2 – Sometimes employees are not told till Friday night that they are expected to work on Saturday.	2 – Give at least two days' notice of the requirement to work on weekends.
3 – Some believe that salary comparisons with other companies do not take into consideration overtime pay practices in effect in other companies.	3 – Define the normal work week for salaried personnel which serves as the basis for salary comparisons with other companies.
4 – We sometimes read about company events in local newspapers before we hear about them in the company.	4 – Let employees hear first about company events through department meetings, newspaper, bulletins and supervisors.
5 – We are often pulled off a job before it's finished and put on another rush job.	5 – Better planning and more consideration on the part of supervision could correct most of this.
6 – Some items on attitude survey are confusing.	6 – Give Corporate Personnel a list of confusing items with suggested changes.
7 – Because the attitude survey is done on a sample basis, a lot of people feel "left out."	7 – Increase the size of the samples or explain why you can't.

committee members to level with them. However, committee members acting as spokesmen for their peers are able to say things which they wouldn't say individually.

Serious misunderstandings are often clarified through these meetings. For example, one department head, in a spirit of angry resignation said, "From reading your report, it seems that I have no recourse but to fire Bill and Pete (foremen)." Committee members hastily replied "Oh no, we wouldn't want that to happen; we believe they can change." Needless to say, wit this vote of confidence, these two foremen made sincere efforts to become more effective and, though their enthusiasm was not immediately translated into supervisory competence, their earn efforts evoked the forbearance of their subordinates.

Finally, a meeting is held with all members of the department to explain the results of the survey, the committees' recommendations and actions to be taken. Usually, this presentation consists of three parts:

(1) a description of actions to be taken immediately

(2) actions to be taken at some future, specified time

(3) recommendations which cannot be implemented, or must be deferred, and the reasons why

The involvement of employees in the analysis of survey results serves many purposes. First, it is direct feedback of survey results to those who participated in the survey, ungarnished by value judgments of managers. Second, the appeal for help in solving company problems reflects a philosophy of confidence in, and respect for, the individual which is most likely to evoke behavior which earns this trust. Third, this type of involvement is a form of vertical job enlargement which takes the employee out of the restrictive realm of unthinking repetition and affords him an opportunity to exercise his initiative and engage in a creative growth experience. Finally, it should be noted that recommendations made by the persons closest to the problem have been found to be more valid than recommendations armchaired by managers and staff people.

In summary, the attitude survey can serve the manager in three basic functions:

(1) It provides the manager with measures of managerial effectiveness -- through trend data with which he can check his progress from year to year, and by enabling him to compare his department with the rest of the company and with other companies.

(2) It identifies problems and evolves workable solutions for solving them.

(3) It serves as a medium for involving employees in the analysis and solution of problems, thereby contributing to their personal and professional growth, their sense of responsibility and accomplishment, and their opportunity to earn recognition. It is one more medium for helping individuals achieve their personal goals through the achievement of company goals.

2 October 1973

MEMORANDUM FOR: Acting Chairman, Suggestion Awards
                 Committee

SUBJECT   : Utilization of Attitude Surveys in CIA

REFERENCE   : Your request for comment on ███████████ STATINTL
                    memo, "A New CIA Approach to Personnel
                    Management," 18 June 1973

STATINTL   1.   The suggestion for the utilization of attitude
surveys in the Agency as a management tool clearly has
merit. ████████████ suggestion comes at a time when other
STATINTL components of the Agency have also realized the possible
potential of such a procedure. Coincidentally, at approx-
imately the time ██████ was drafting his memo, the DDM&S
was discussing with the Director of Medical Services the
feasibility of using an attitude survey approach to
address certain problems that had come to his attention
in the Management Generalist Career Service. Out of these
discussions came the decision to charge PSS with the
responsibility to conduct the recently completed MG Career
Survey.

STATINTL   2.   We could not agree more with the points made by
██████ in paragraph 5 which obviously draw heavily on
the procedures described by Scott Myers of Texas Instruments.
In fact, we have successfully accomplished all of the points
STATINTL outlined in ████████ subparagraphs 5(a-f) in the imple-
mentation of the MG Career Service survey, with the possible
exception of the long term periodic utilization of the
survey as a management procedure. Currently, plans are
being developed to incorporate this long range aspect as
a standard communications vehicle.

STATINTL

            3.   It is interesting to note that the steps outlined
by Myers in the article referenced by ████ parallel exactly
the steps taken to date in the MG Career Service survey.
PSS has assumed successfully the full responsibility for
development of the questionnaire, including interviewing a
number of MG careerists to incorporate salient information;
data analysis of responses; feedback to management; and
communication of results to employees who participated.

SUBJECT: Utilization of Attitude Surveys in CIA

Currently the results of the survey are being reviewed
by committees tasked with making recommendations to
management. It is anticipated that the very important
final steps of recommendations to management, and sub-
sequent action plans will be implemented.

4. PSS psychologists experienced in conducting
attitude surveys in other industrial and government
organizations feel that the model used in this instance
has a number of advantages over other approaches. In
focussing specifically on a group where problems are
known to exist and where top management of that group
is committed to ferreting out the facts as a basis for
action recommendations, the chances of positive payoff
are considerably enhanced. Previous experience of this
Staff in conducting surveys on Agency groups (e.g., studies
undertaken at the request of the I.G., and our investiga-
tion of the "Generation Gap" in CIA) document the sound-
ness of the principles set forth in both the Dyke and
Myers papers, and also caution against the negative
fallout that can come from indiscriminate use of surveys
as a fishing expedition or undifferentiated gauge of
"morale" of the organization as a whole.

STATINTL

5. In summary, we endorse the main thrust of the
proposal. We suspect, however, that the spirit
of the recommendations would be more faithfully follow-
ed if office heads were encouraged to surface problem
areas to be explored by a survey approach, rather than
rely on the workings of a task force under the Director
of Personnel. This should better insure the commitment
of the responsible management officials, since the survey
tool would then clearly be in the hands of those who
must ultimately use it, and directed at problems which
the users have themselves identified. The office head
may well wish to use some such mechanism as a task force
to identify problems to be studied, but the initiative
ought to come from his level.

6. As an internal management consulting group, PSS
recognizes a responsibility to offer advice and assistance
to any Agency group contemplating the use of surveys as a
management tool, and welcomes inquiries and request for
such service.

|A|

STATINTL

███████████, Ph.D.
Chief, Psychological Services Staff
Office of Medical Services

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN
STATINTL

SUGGESTION NO. 74-381:   dated 6 March 1974
████████████ , GS-07
Secretary
Directorate of Science and Technology/ORD

A. Summary of Suggestion

     The suggester proposed that the number of Agency telephone directories be reduced from one to every employee to something similar to the employee bulletin distribution of one to every six employees.

B. Evaluations

     1. Chief, ISAS commented in March 1975 that the objective of the suggestion seems to have been accomplished by reducing the number of times the telephone directory is issued per year.

     2. OC said that a study was conducted in January 1974 to substantially reduce the number of classified, accountable directories issued annually; and, consolidation of the directories. As a result of directory consolidation, the number of copies required increased from the former level of approximately ████copies of   25X9
the black directory to ████copies of the consolidated red, black,   25X9
green and gray directory. This was a reduction of ████copies   25X9
published annually. Consolidation also made it necessary for P&PD
to treat the directory as a new publication rather than an update   25X9
revision. This increased the cost to ███████████ per copy.
Republication costs will undoubtedly be less.

     3. OC said a current review indicates that some reduction has been made in the total number of directories published annually. Since the suggestion may have had some influence on determination of distribution, OC concurs in an advisory award.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $50 Advisory Award.

D. Decision of the Chairman

25X1A

_____
Chairman, Suggestion and Achievement
Awards Committee

$50.-
_____
Award

20 Sept 76
_____
                   Date

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 74-399: dated 19 February 1974   25X1A
███████████████, GS-07
Chief, Files Section
Directorate of Administration/OP

A. Summary of Suggestion

   1. Background

         Agency training reports and fitness reports were
filed in the Official Personnel Folder under the divider
entitled "FITNESS". Outside training reports were filed
under the divider entitled "OTHER".

   2. Suggestion

         Add a divider entitled "TRAINING" to the Official
Personnel Folder and file all training reports together.
This procedure would make for greater efficiency in reference
to such material by various operating officials and evaluation
panels.

B. Evaluation

         1. OP said that adding a new divider as proposed would
require modification of all other OPF tabs and would require
many man-hours to sort and realign the material in active
employees files. As a result, it was decided to add
"TRAINING" to the "OTHER" divider.

         2. During the 1976 summer inventory of OPF's, the
divider marked "OTHER" was made to read "OTHER/TRG" by
use of a rubber stamp (sample attached). Approximately
90% of the OPF's have been stamped, and the remainder will
be stamped during normal filing.

3. Chief, Control Division rated intangible benefits MODERATE/LIMITED for the convenience factor to OPF users of having all training information in one location in the file.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $50 award (MODERATE/LIMITED).

D. Decision of the Chairman

25X1A

_____   20 Sept 76
Chairman, Suggestion and Achievement   _____
Awards Committee   Date

$ 50.-
_____
        Award

Att

-2-

Other/TRG

SECRET

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 75-215:   dated 27 November 1974

███████████████, GS-11   **25X1A**

Intel. Res. Spec.

Directorate of Intelligence/IAS

A. Summary of Suggestion

     1. Background

         Special Intelligence Maps of Geographic areas of interest to analysts are located by the use of small scale index maps.

     2. Suggestion

         Develop a Computer Map Reference Index containing a current list of available intelligence maps. The Index would enable analysts to input specific geographic coordinates and receive a list of available map sheet references for TPC's, ONC's, 1:250,000's, 1:200,000's and 1:50,000's. The Index would indicate whether or not specific maps were published and it could be used as a Map Record Keeping System by Map Librarians.

B. Evaluation

     1. IAS said that as a result of an April 1966 suggestion, the Target Data Branch, Reference Services Division, PSG/NPIC, maintains an off-line file named the "Composite Map Index (CMI)" which appears to serve the suggested purposes. The CMI is not an on-line, real-time program as suggested, but fulfills the requirements of this suggestion. The CMI results in a hard copy report indexed by coordinates and referencing all standard maps for each WAC area containing one or more NPIC target. The CMI file is updated and new reports are produced at approximately six-month intervals -- which keeps the reports up-to-date as new maps are published.

     2. The CMI became operational in 1967 but only covered a few WAC areas initially -- it has since been expanded to cover most areas

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of interest to IAS analysts. Only North America, Australia, about 20% of South America, 5% of Africa and some Pacific Islands are not indexed at present.

    3. However, as a result of this suggestion, additional copies of the CMI printouts are being made available to IAS Divisions.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $25 Advisory Award.

D. Decision of the Chairman

25X1A

_____   _2o Sept 76_____
Chairman, Suggestion and Achievement   Date
Awards Committee

    $25.00
_____
         Award

-2-

SECRET

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SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 75-464:   dated 2 June 1975   **25X1A**

                            █████████ L., GS-07

                          DC/SSS

                          Directorate of Administration/OS

A.   Summary of Suggestion

        Post notices on Simplex lock doors explaining the rules governing their use; i.e., the pushbutton locks are for personnel control only and not approved to safeguard classified material.

B.   Evaluation

        1.   The Fine Arts Commission commented that it is doubtful that such signs would be effective in preventing security violations; however, FAC said that in the event the suggestion is accepted, the signs should be no larger than 1 1/2 inches by 3 inches and they should be placed on the inside of the door.

        2.   The signs were posted on Simplex lock doors in May 1976. The OS Violations Officer stated that there were 1 or 2 Simplex Lock security violations a week. Each violation involved the time of the Guard who discovered the classified material and reported it to the Security Duty Officer. The Security Duty Officer then went to the area and brought back the material to the SDO for overnight retention and made out his report. In buildings away from Headquarters, this consumed as much as 2 hours of his time for each violation. The next day the Violations Officer investigated the violation. This took at least 1 hour of his time and also involved people in the office concerned as well as the component security officer. Annual cost avoidance:

        GSA FPO - intangible benefits

        Violations Officer - $7.80 per hour
        Security Duty Officer $13.00 - 2 hrs per violation
        Office People Involved - $10.00 per hour

        Total - $30.80 based on the lowest estimated violations weekly, i.e., one violation rather than two.

        $31 X 52 weeks per year = $1,612 annual savings

      3. The OS Violations Officer said that violations in the Simplex lock areas have stopped since the labels have been in place.

C. Recommendations of the Executive Secretary

      1. Not line of duty.

      2. The above appears to be a minimum cost avoidance which would warrant an award of $135 according to the Tangible Awards Scale, in addition to intangible benefits. However, it seems more realistic to apply the Intangible Benefits Guide in this case at the MODERATE/BROAD level.

      3. $125 award (MODERATE/BROAD).

D. Decision of the Chairman

25X1A

Chairman, Suggestion and
Achievement Awards Committee

20 Sept 76
Date

_$125.00_
Award

-2-

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-29:   dated 22 July 1975
███████████████ , GS-14   25X1A
Staff Member
Directorate of Operations/OPS

A. Summary of Suggestion

    1. Background

        Cables were placed in manila envelopes by the
Cable Secretariat and the name of the office was written
on the outside.

    2. Suggestion

        Cable Secretariat use either preprinted
envelopes or small gummed labels, thus permitting reuse.
If preprinted envelopes were used, they could be returned
to the Cable Secretariat for their reuse. Gummed labels
could easily be removed by the office receiving the
cable and the envelope reused.

B. Evaluations

        1. The Cable Secretary said that storage and
handling costs of preaddressed envelopes returned to the
Cable Secretariat were prohibitive. Security factors
must also be considered; on two occasions, classified
cables and memoranda over a month old were found in
envelopes that had been returned to Building Supply by
Agency personnel and drawn from open stock by Cable
Secretariat employees.

        2. C/ISAS said that the Cable Secretariat mailroom
personnel began placing office names on plain white peel
off labels on envelopes in July 1975. Thus, the office
receiving the cable can reuse the envelope. The Cable
Secretariat uses approximately 20,000 envelopes annually at
a cost of $500. If each of these envelopes can be reused
by other offices at least twice, a savings of $1,000 per
year in envelope costs can be achieved within the Agency.
The approximate cost of 20,000 removable labels for use
by the Cable Secretariat is $106. This will result in a
net savings of $894 per year.

      2.   ISAS said that this suggestion is especially timely. Building Supply is having difficulty procuring envelopes from GSA and the cost for commercial procurement is prohibitive.

C. Recommendation of the Executive Secretary

      1.   Not line of duty.

      2. $90 award based on annual net savings of $894.

D. Decision of the Chairman

25X1A

████████████████████   20 Sept 76

Chairman, Suggestion and   Date
Achievement Awards Committee

$90.00

              Award

-2-

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-70: dated 28 July 1975
                          █████████████ , GS-12   **25X1A**
                       IRS
                       Directorate of Science and Technology/
                       NPIC (DIA Employee)

A. Summary of Suggestion

      1. Background

         The suggester contended that while conducting official business, many employees dial intergovernmental offices utilizing the "dial 9" outside black line rather than using the Intergovernmental Code System (IDS) or the Wide Area Telephone Service (WATS). This results in unnecessary and substantial telephone service costs to the Agency. Many employees are not aware of the IDS and WATS system. Likewise, they do not understand how the systems work and especially how, through the usage of the two systems, many dollars could be saved.

      2. Suggestion

         Initiate a program to insure that employees are made aware of the IDS and WATS systems and how to utilize them. Also, to alleviate the non-availability of IDS codes and WATS instructions, include the codes and instructions in all Agency telephone directories.

B. Evaluation

      1. Through no fault of the suggester's, this proposal was misplaced by the evaluators from October 1975 until June 1976 when it was received by OC/Telephone Facilities Branch for evaluation.

2. In May 1976, ███████ announcing customer dial   **25X1A**
access to WATS was issued and it was activated on
1 June 1976. The WATS access codes were included in the
July 1976 telephone directory issuance. Inasmuch as the
Telephone Facilities Branch was not aware of the existence
of this suggestion until June 1976, it in no way influenced
the issuance of HN 90-26 nor the inclusion of the WATS
access codes in the Agency directory.

3. A GSA memorandum to the Agency, dated 23 June
1976, advised that they are giving consideration to the
removal of IDS in that the system is not cost effective.
Reason: the greater majority of other government Agencies
receive telephone service from the GSA Consolidated Centrex
System and therefore do not utilize the IDS when making
intra-system calls.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $25 Advisory Award.

D. Decision of the Chairman

25X1A

███████████████████   20 Sept 76
Chairman, Suggestion and Achievement   Date
Awards Committee

                  $25.00
                  Award

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SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-114:   dated 1 October 1975   **25X1A**

                                                   , GS-05

                        Federal Protective Officer

                        Directorate of Administration/OS/FPO

A.   Summary of Suggestion

      1.   Background

          The guard booth at Gate #2 (located at end of West Parking Lot) was wooden and badly in need of repair.

      2.   Suggestion

          Replace the guard booth at Gate #2 with the aluminum booth currently located at the gas pumps on the power plant grounds. This booth has windows on all sides and a canopy.

B.   Evaluation

      1.   OS/Physical Security Division said that the aluminum booth located in the power plant area would not be adequate because it is not insulated and would require expensive renovation.

      2.   However, as a result of this suggestion a new aluminum guard booth was purchased and installed at Gate #2. The cost of the booth and installation charges totalled $6,863.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $50 award (MODERATE/LIMITED).

D. Decision of the Chairman

25X1A

_____
Chairman, Suggestion and Achievement
Awards Committee

           20 Sept 76
              Date

         $50.00
_____
          Award

- 2 -

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-121:   dated 7 October 1975

███████████████ GS-09   25X1A

Imagery Analyst
Directorate of Intelligence/IAS

A. Summary of Suggestion

    1. Background

        IAS personnel arranged commercial air travel for themselves for authorized training and career development trips. IAS paid the standard air coach fare for such travel.

    2. Suggestion

        Generally these trips are planned several months in advance, per fiscal policy and budgeting of travel funds. This long-range planning allows IAS to arrange travel itineraries in sufficient time to take advantage of the commercial airlines "Demand Schedule" air fares. "Demand Schedule" air fares allow for considerable cost savings over standard air coach fares when ordered at least 60 days prior to the planned flight. While it will not be possible for every employee to take advantage of this lower rate, whenever possible "Demand Schedule" should be used.

B. Evaluation

    1. The "Demand Schedule" air fares were only in effect for a short period in 1975. However, as a result of this suggestion, IAS now reviews travel plans to determine if "Promotional Fares" are applicable. The Agency as a whole uses excursion fares whenever possible.

    2. To date, IAS has realized only a very small benefit from this suggestion because most of their travel does not meet the various criteria placed on these fares by the airlines--for example, the Excursion Rate requires a seven day stay at the destination; most IAS trips are completed in the five day business week. IAS travelers were able to use "Promotional Fares" on only three trips in FY 1975 (out of 97 trips) for savings of approximately $200. These savings were only applicable because the traveler arranged personal business in conjunction with the official travel in

such a way as to qualify for the "Excursion Fares".

C. Recommendation of the Executive Secretary

      1. Not line of duty.

      2. $25 award (MODERATE/LIMITED).

D. Decision of the Chairman

25X1A

_____

Chairman, Suggestion and
Achievement Awards Committee

        20 Sept 76
                Date

         _$25.00_
_____
          Award

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-322:   dated 14 May 1975

████████████████████, GS-05   **25X1A**

Clerk/Typist
Directorate of Science and Technology/OTS

A. Summary of Suggestion

      Centralize the OTS/Authentication Branch telephone extensions on a Call Director, allowing all extensions to be covered by any one secretary.

B. Evaluation

      1. OTS said the installation of the Authentication Branch Call Director was completed on 23 July 1976. The Call Director allows one secretary to tend the phones of three separated sections of AB, normally handled by three secretaries, during the absence of one or both of the other secretaries. Each of the sections has an average of 11 professionals; thus making it possible to work uninterrupted by the requirement of handling routine telephone calls, during the absence of their secretary, if so desired. The new installation should improve the secretarial assignment flexibility within all of OTS by making it more practical to remove a secretary from AB for temporary assignment elsewhere to fill unexpected voids. Morale among the branch secretaries should improve.

      2. OTS recommended an award based on SUBSTANTIAL/LIMITED intangible benefits. The DD/S&T Committee Member concurred in the recommendation.

C. Recommendation of Executive Secretary

      1. Not line of duty.

      2. $75 award (SUBSTANTIAL/LIMITED).

D. Decision of the Chairman

25X1A

███████████████████████

Chairman, Suggestion and Achievement
Awards Committee

$75.00
_____
Award

20 Sept 76
_____
Date

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SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-334: dated 8 March 1976
                        ████████████████, GS-11   25X1A
                        Instructor, Crypto Equipment
                        Directorate of Administration/OC

A. Summary of Suggestion

    1. Background

        A shock hazard existed when changing from a
Mark I to a Mark II configuration while power was
applied to the HW-28. A potential difference of 115
volts AC was developed between the outboard T.D.
(BCS-14) and the HW-28 (BCS-13) when pin 3 of the
BCS-14 connector plug came in contact with pin 3 of the
BCS-13 connector receptacle before either pin 13 or 15
of the BCS-14 plug made contact with pin 13 or 15 of the
receptacle.

    2. Suggestion

        Eliminate this shock hazard by installing
a permanent safety ground wire between pin 15 and the
strain relief clamp of the BCS-14 connector plug. With
this small modification, whenever the plug body comes
in contact with the receptacle body, the chassis of the
outboard T. D. goes to the ground thereby eliminating
the shock hazard.

B. Evaluation

    1. OC said that although standard operating
procedures call for the removal of AC power prior to
connecting or disconnecting components, an identified
shock hazard cannot be ignored. OC issued Modification
Work Order 205-1, dated May 1976, to correct this
hazard. The MWO applies to 100 pieces of BCS-14
equipment.

    2. OC recommended a $150 award based on
MODERATE/BROAD intangible benefits.

C. Recommendation of the Executive Secretary

    1. Not line of duty.

    2. $150 award (MODERATE/BROAD).

D. Decision of the Chairman

25X1A

_____   _20 Sept 76_
Chairman, Suggestion and   Date
Achievement Awards Committee

_____*150.00*_____
           Award

-2-

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-368:   dated 2 April 1976   **25X1A**
                          ████████████ , GS-08
                          Staff Assistant
                          Directorate of Administration/ISAS

A.   Summary of Suggestion

     1.   Background

          Offices normally hold staff meetings once a
     week. The items discussed are varied but include such
     things as administrative matters, office policy, current
     programs, management objectives, future plans and other
     topics of interest to staff members. In most offices
     secretaries do not attend these meetings; only professional
     officers.

     2.   Suggestion

          Secretaries attend staff meetings to keep them
     informed of administrative matters and improve communica-
     tions.

B.   Evaluations

     1.   The following offices evaluated this suggestion
     and responded accordingly:

          a.   OMS - We hold a weekly staff meeting
     attended by Staff and Division Chiefs; they
     in turn hold meetings with their staff.

b. OL - The suggester obviously wants to improve office communications. It is doubtful that attendance at staff meetings is the best or only solution to a communications problem. Much of the information passed down at various levels of staff meetings is strictly for the supervisory or management level.

c. OTS - Whether or not a secretary is at a staff meeting depends on what the person running it wants to get out of it. If the meeting is on administrative matters only, then there would seem to be no harm to have a secretary present. If the person running the meeting wants the proceedings completely uninhibited, then the less people at the meeting the better, and the secretary should be excluded.

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d. ████ - Secretaries, along with all other ████ personnel, are not only invited to but regularly attend the biweekly staff meetings. Secretaries also participate in other component staff meetings at the Group, Staff and Division level.

e. OJCS - The decision as to who to include in a staff meeting must be made by each component head based on the nature and purpose of the meeting. The Office would not be opposed to an Employee Bulletin or similar notice encouraging staff meeting attendance by secretaries and other clerical personnel, where appropriate.

f. OS - It has been office practice for staff members attending the weekly Director of Security's Staff Meeting to brief their personnel concerning announcements made during the meeting. These subsequent briefings follow the chain of command down to the section level. Recognizing that our secretaries are important members and valuable assets of our

-2-

staffs, their inclusion in these office
briefings is routinely practiced. In
addition to these briefings, the minutes of
the Director of Security's Staff Meeting are
circulated throughout the office providing
an additional means to keep all employees
advised of current matters.

g. OC - Within OC attendance of
secretaries at staff meetings is at about
the appropriate level and frequency. Infor-
mation necessary and in sufficient detail
is reaching the secretaries through various
mechanisms. It would be impractical to
implement and in some cases a counterproduc-
tive standard to require that secretaries
attend staff meetings. It is felt that
existing practices within OC meet the
objectives of the suggestion.

h. OF - We agree with the suggestion
and recommend a letter of appreciation.

i. Office of DCI Committee Member -
It is impossible to dictate to individual
managers who they should have in on staff
meetings. There is no support whatsoever for
the suggestion.

j. NPIC - Within NPIC, secretaries generally
attend staff meetings from the Director's level
down to the branch level.

k. DDO - Normal practice is that Branch
Chiefs are briefed on Thursday of each week on
content of the DDO Staff Meeting, plus any other
relevant matters. Since a major purpose of
staff meetings is to communicate throughout an
organization, Branch Chiefs then hold a meeting
of all desk personnel, including clerical to
pass on the information obtained. This procedure
ensures that everyone is equally well informed.

l. DDI - Whether or not secretaries should
attend staff meetings depends upon the level of
the meeting being held. Often times matters
discussed at these meetings are sensitive, and

the secretary would have no real input to the discussion. However, the organizational changes, policy changes, etc. discussed at these meetings should be passed on by the staff/division chiefs to their staffs through their own staff meeting. Thus, the secretary would be aware of any seminars or meetings which are coming up, and it would alleviate the boss from having to repeat everything to his secretary.

m. OTR - On an Agency-wide basis it would be difficult to direct secretarial attendance at staff meetings. We do feel that the secretaries observance of the interchange at staff meetings be important and no amount of after-the-fact "fill in" would be an acceptable substitute for actual observation. OTR considered if the idea might cause some changes or additions to their Management and Supervision course coverage. It was concluded that questions relative to staff meetings might be mentioned or be the subject of questions in OTR Courses. However, this suggestion did not cause any changes in course material.

2. This suggestion has caused offices to review their current policies and procedures concerning staff meetings and to take corrective action, where needed.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. Certificate of Appreciation.

D. Decision of the Chairman

25X1A

_____
Chairman, Suggestion and Achievement
Awards Committee

20 Sept 76
Date

_____
Certificate
Award

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SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-436: dated 7 April 1976   25X1A

███████████████ 13
                GS-11
                , GS-11
Electronic Specialists
Directorate of Administration/OC

A. Summary of Suggestion

   1. Background

        When cables and wiring harnesses are manufactured
   in the Electronic Fabrication Section, OC-E/CED/CEB, they
   have to be identified. A manually operated hot-stamping
   machine manufactured by Kingsley Machines Company, Model
   No. M100-BA was used. This machine required a one-hour
   warmup and setup was time-consuming and tedious.

   2. Suggestion

        OC/Electronic Fabrication Section purchase a
   newer, more expeditious system to identify cables and
   wiring harnesses, described in the attached.

B. Evaluation

        1. OC said the Raychem Thermo-Fit marker system has
   been ordered.

   2. Tangible savings:

   FORMER METHOD

   Salary of the person marking the sleeves
   is $4.25 per hour. Since the machine
   takes one hour to warm up, the operator
   worked only seven hours a day on the
   machine. A total of 100 sleeves are
   printed per hour. ($4.25 x 7 ÷ 100 =
   $.30 labor cost for each marker sleeve)

NEW METHOD

Since there is no warm-up time or
set-up time, the cost per sleeve
is $.04 each ($4.24 : 100 = $.04)

The difference in the cost of tubing
under the Raychem system is $.22
per marker.

To sum up the above savings of $.26
for labor, less the increase in parts
costs of $.22, leaves a saving of
$.04 for each marker. A total of 20,000
markers are made per year resulting in
a savings of $800 annually.

Equipment costs for the new Raychem
system are $690 for the IBM Selectric
II typewriter and $210 for the Raychem
platen or a total of $900. Amortized
over a 10-year period, the one-year
cost is $90.

Since first-year equipment costs are
nominal, no deduction has been made.
The equipment is expected to be useful
for ten years.

    3.   Intangible benefits: no warm-up time; no
set-up time; two lines can be imprinted on one marker;
identifications can be intermixed as in the case of a
wire harness using many different labels; and, the
system has a very low reject rate with a competent typist
and no reject rate using a magnetic card typewriter.

C.   Recommendation of Executive Secretary

    1.   Beyond line of duty.

    2. $120 award, equally shared, based on annual savings
of $800 ($80), plus MODERATE/LIMITED ($40) intangible
benefits.

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D. Decision of the Chairman

25X1A

_____   *2o Sept 76*
Chairman, Suggestion and Achievement   Date
Awards Committee

_____*120.00*_____
Award

Att

Raychem

A new, fast, accurate and inexpensive way to identify wires

Thermofit Marker System* (TMS)

THERMOFIT TMS

THERMOFIT TMS

THERMOFIT TMS

THERMOFIT TMS

THERMOFIT TMS
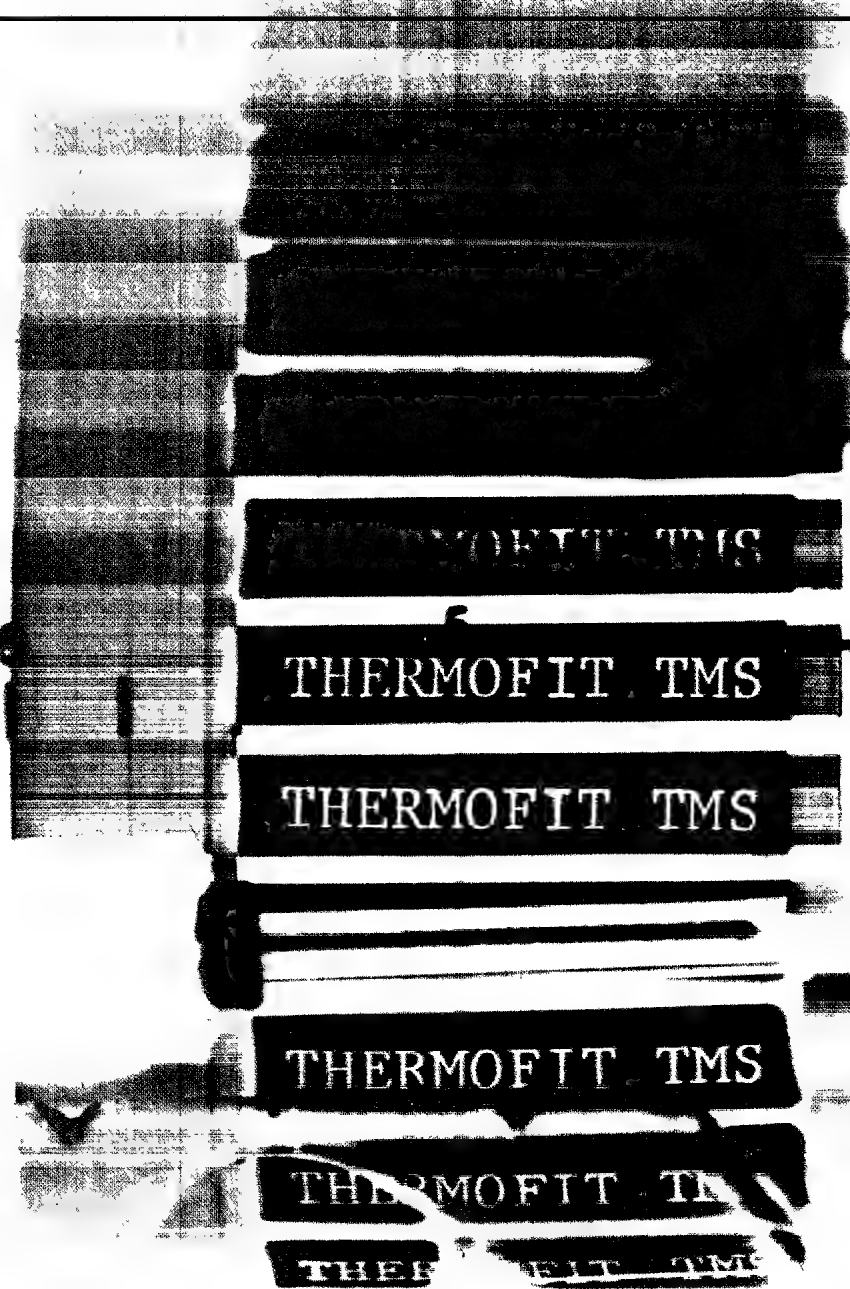
THERMOFIT TMS

4

3

The Thermofit Marker System (TMS) is a simple, economical and automated technique which quickly provides a mark to identify single and multi-conductor wires or cable.

TMS dramatically reduces labor costs in wire marking by eliminating marking set-up times and lengthy machine calibrations. It also eliminates costly operator labor in selecting identification sleeves from inventories. Only two operators are needed to produce more than 5 million TMS marks annually on a one-shift per day basis.

The TMS system: automatic magnetic card typewriter, Raychem tubing bandolier and Raychem Permatizer (heating unit)

Fully automatic
TMS uses an automatic magnetic tape or punch card typewriter (with a grooved platen) to print highly legible numbers on pieces of Raychem heat-shrinkable tubing supplied on a bandolier. TMS may be pre-programmed on either magnetic tape or punch cards to provide one line of ID marking every second. These tapes or cards may be easily stored for future reruns if an application requires reusing the same marking sequence at a later date.

Guarantees quality assurance
TMS simplifies Q.C. procedures because it permits original tapes or cards to be proofed prior to marking the sleeves. Changes can be made easily by retyping the cards or tapes.

Matches ID sleeves to harness
Downtime previously associated with changing a mark is completely eliminated. It's as easy to create a new mark as to repeat the previous one. This allows the marking function to be oriented to the harness being prepared, in sequence as well as quantity. The TMS marker strip acts as a work in progress card. Operators can determine the work flow by checking or consulting the numerical sequence on the TMS bandolier.

Raychem Corporation
300 Constitution Drive
Menlo Park, California 94025
415/329-3333   TWX 910-373-1728

Eliminates time-consuming inventory bins
Since the TMS marker sleeves are mounted on a bandolier, and can be sequenced to individual harnesses, large bins of inventoried tubing are unnecessary. TMS eliminates the time-consuming steps of removing identification sleeves from inventory and matching them to harnesses.

Costs less to operate
TMS uses standard type and ribbon which is less expensive than special marking foils and type. TMS involves no scrap. Trial and error usually associated with hot stamping is avoided. When not marking wires, the typewriter producing TMS can be used to perform other typing jobs.

Fast, inexpensive ID
The Raychem Thermofit Marker System consists of the following steps:

1. Select proper sized Thermofit tubing from Tubing Selection Guide.

2. Mount TMS tubing bandolier on payoff assembly and feed end of strip into typewriter. Align tubing with the precise grooves in the modified platen.

3. Activate card or tape reader which marks sleeves at the rate of one per second.


4. Cut strip in convenient length as marked tubing feeds out of the typewriter.

5. Insert marked sleeves into the Raychem infrared heater which "permatizes" the sleeves at the rate of 1 per second. This permanently bonds the mark to the tubing and prevents smearing or scuffing to meet stringent military specifications. For commercial applications, permatizing may not be necessary as the heat generated in shrinking the sleeves produces a satisfactory mark.

6. Proceed to shrink sleeves on wires.
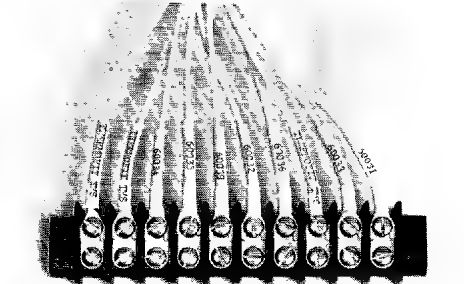
TMS Tubing Selection Guide

TMS Ordering Size	Inside Diameter	
	Expanded as supplied (min) on bandolier	Recovered after heating (Max)
TMS 3/32	.093	.046
TMS 1/8	.125	.062
TMS 3/16	.187	.093
TMS 1/4	.250	.125
TMS 1/2		

Inches

Note: TMS is supplied on bandoliers containing 5000 ID sleeves for TMS 3/32 and 1/8 and 2500 sleeves for TMS 3/16 and 1/4.

For additional ordering information about TMS or any other product, please contact a Raychem sales office in your area.

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 76-460:   dated 3 June 1976   STATINTL
▆▆▆▆▆▆▆▆▆▆▆▆▆, GS-12
Operations Officer
Directorate of Administration/OC

A.   Summary of Suggestion

     The suggester made the following suggestions in
an attempt to aid the daily 5 p.m. traffic flow from the
STATINTL ▆▆▆▆▆▆▆▆▆▆arking lot:

     a.   The driveway used to exit ▆▆▆▆▆▆▆▆   STATINTL
parking lot is 21 feet wide. This width is
more than adequate to accommodate two lanes of
traffic. Place a center stripe down the exit
lane, marking the left lane with an arrow
pointing to the left and the right lane with
an arrow pointing to the right (sketch attached),
thus expediting exiting traffic. Ninety percent
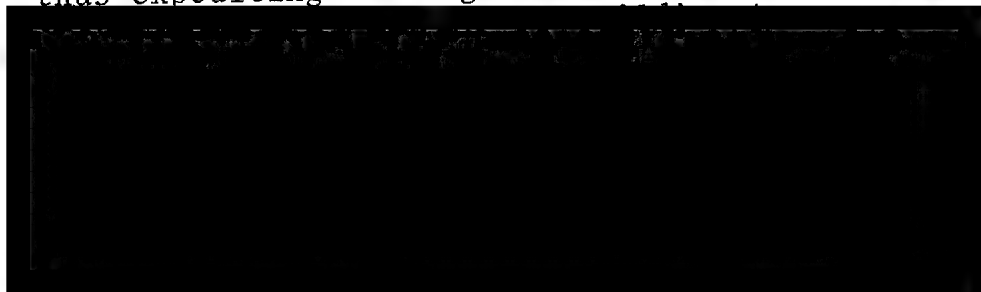
     b.   Widen the ▆▆▆▆▆▆▆▆▆ parking lot
gate to permit two lanes of traffic to exit
from approximately midway in the parking lot.

B.   Evaluation

     1.   A Safety Officer and a Logistics Services
Division officer surveyed the area. As a result, OL
had indicator arrows and "Right Only" and "Left Only"
painted on the pavement and a solid line painted down
the center of these exit lanes. The work was completed
in early June 1976.

2. The metal gate in the parking lot was not changed because it was not deemed essential that the gate be modified. It would have been necessary to fabricate a new gate.

3. Safety Branch said that the improvement expedites the flow of traffic and improves safety. Employees from

STATINTL

C. Recommendation of the Executive Secretary

1. Not line of duty.

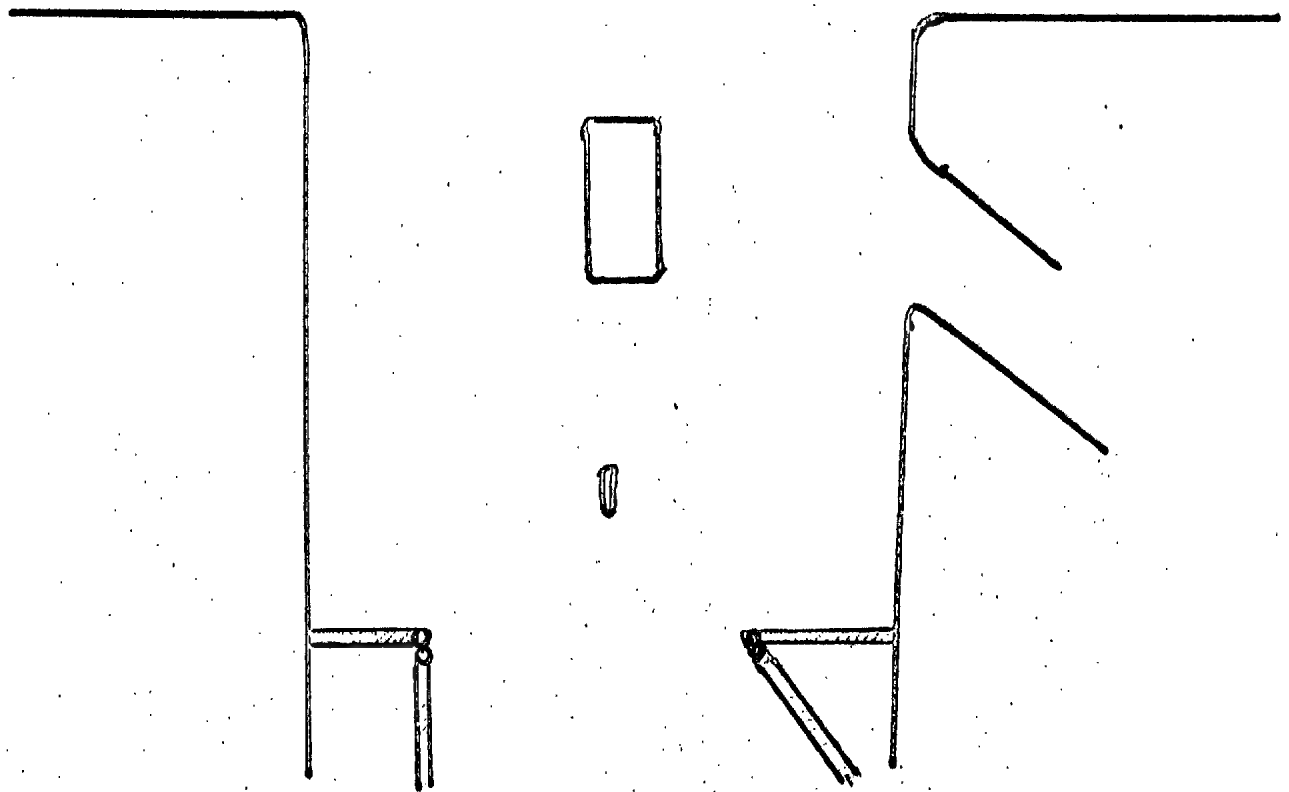2. $75 award (MODERATE/EXTENDED).

D. Decision of the Chairman

STATINTL

20 Sept 76
Date

_____
Chairman, Suggestion and
Achievement Awards Committee

$75.00
Award

Att

-2-

PRESENT

PROPOSED
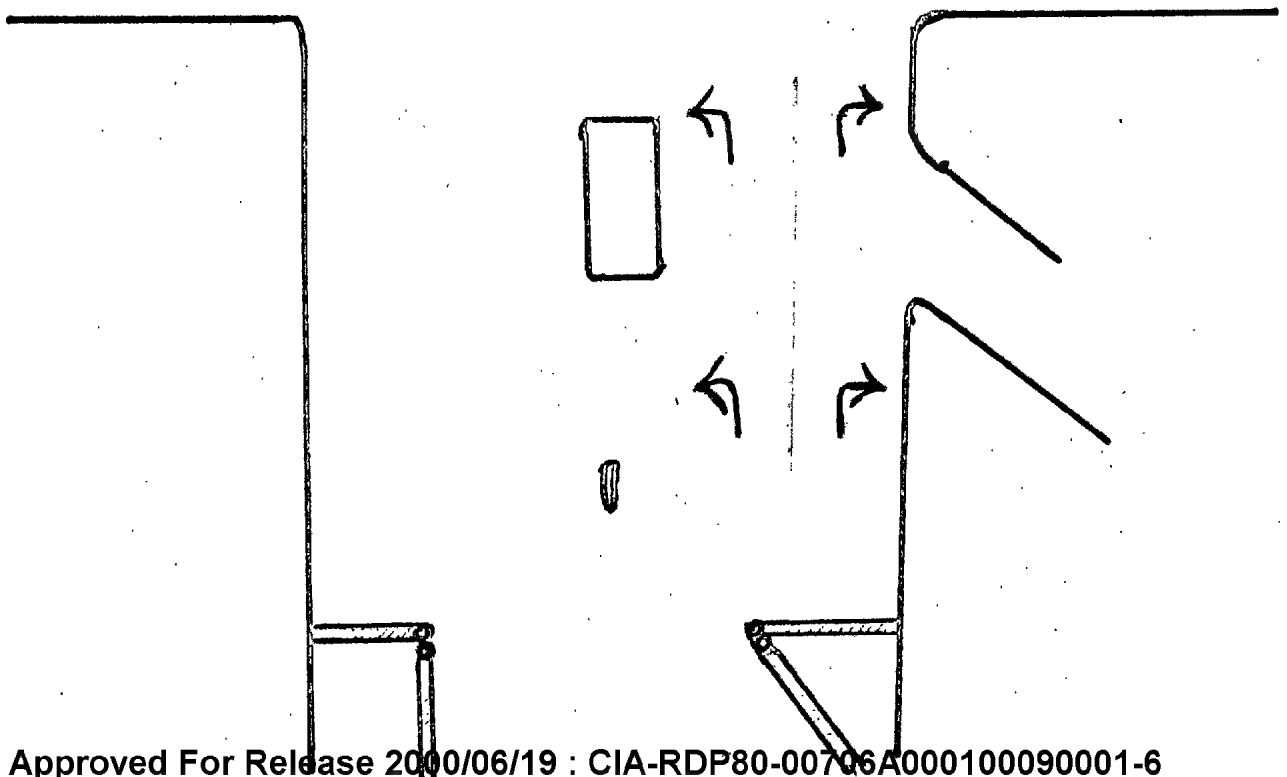
25X1A

2. ███████████ual net savings will be
$3,058. ███████████ consumes 423,000 sets of
flatfold paper yearly. At $31.64 per thousand sets,
five-fold paper costs $13,383.72 annually. Four-
fold paper costs $24.41 per thousand or $10,325.43
annually.

C. Recommendation of the Executive Secretary

    1. Not line of duty.

    2. $205 award based on annual savings of $3,058.

D. Decision of the Chairman

25X1A

████████████████████
Chairman, Suggestion and
Achievement Awards Committee

20 Sept 76
      Date

$ 205.00
    Award

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 77-43:   dated 20 July 1976   **25X1A**

                         ██████████████ , GS-12

                         Electronic Specialist

                         Directorate of Administration/OC

A. Summary of Suggestion

      1. Background

          The G. B. Lewis Select-A-Shelf is operated automatically by a switch. It also can be jogged up or down by a momentary switch located in the breaker panel eight feet from the floor.

      2. Suggestion

          Detailed description of the suggester's proposed modification to the G. B. Lewis Select-A-Shelf attached.

B. Evaluation

      1. OC said that at present a step ladder is used to reach the breaker panel where the jog switch is located. The major disadvantage of the jog switch is that it bypasses the light beam safety mechanism which was installed to insure that the operator does not get his arm or hand caught in the shelves while they are moving. The suggested parallel jog switch would have to be installed low enough to the floor to eliminate the need for a step ladder and far enough away from the control panel to virtually eliminate the possibility of the operator getting his arm or hand caught in the moving shelves.

      2. As a result of this suggestion, OC purchased three spare printed circuit boards at a cost of $1,170 thus eliminating the need for a parallel switch and averting

"down time". OC recommended a $25-$50 Advisory Award for this alternate action.

C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $50 Award (MODERATE/LIMITED).

D. Decision of the Chairman

25X1A

<u>Chairman, Suggestion and Achievement</u>
Awards Committee

                20 Sept 76
                    Date

$50.00
          Award

Att

SUGGESTION: To eliminate "down time" and interference with the R&R Program the following modification is requested for the G.B. Lewis Company Select-A-Shelves.

1. Items required

    1 each Momentary Switch

    30' #16 or 18 Hook-up Wire

    1 each 1/8" Drill Bit

    1 each 1/4" Drill Bit

    1 each 3/8" or 1/4" Greenlee Knockout

    1 each Crescent Wrench, 1"

2. Modification:

    Parallel the momentary job switch (to be located on or above the operator control panel) by inserting the switch and extending the connections (Hook-up wire) to terminals #5/#7/ and #9 located on the breaker/control panel.

3. Justification:

    Much time, approximately two weeks, has been logged as "down time" due to malfunctioning components on the printed circuit board. This modification would eliminate any "down time" caused by the defective PC board components. The shelf can be operated manually, by the jog switch while repair on the PC board is being performed.

ELECTRICAL CIRCUIT

G. B. LEWIS CO.

Next 1 Page(s) In Document Exempt

Today there is a large volume of Agency traffic prepared on paper tape at field installations, transmitted to Headquarters, massaged and with another sanitized communications heading forwarded electrically to other agencies. A large portion of this field originated traffic, bearing the unsanitized heading deals with very sensitive and highly placed sources. When this cable traffic reaches the point where manipulation of the format begins, there seems to be no foolproof method of crosschecks, other than human visual checks, to preclude forwarding (Agency) unique portions to the final non-Agency addees. Though communications has managed to keep these physical lapses (better known in communications circles as Security Violations) to a minimum, they do happen occasionally. By stratigically placing the five X sequence (in addition to the already existing X security sequences) immediately before that portion of text to be forwarded to the final addressees, I think security violations can be drastically reduced or totally eliminated on this type cable traffic. The proper place to insert this security sequence is at the originator/ originator signal center and would be a minimal addition to message preparation time and effort.

Following are reasons and explanations to substantiate this contention:

1. Field stations who receive and prepare cables for either final relay to non-Agency addees or to other signal centers to be manipulated and forwarded to non-Agency addees, prepare these cables on an HW-28 which has a built-in five X sequence alarm connected to the reperforator. To obtain a paper tape containing five Xs from this reperforator, the communicator would be required to physically advance each X through the T.D., otherwise the reperforator tape preparation would stop.

2. All Agency field stations processing non-Agency traffic either pass cable traffic directly to an Agency computerized message switch or over a CSR protected circuit. In either case, if the message contained an X sequence, the message could not be processed without the security mismatch being brought to the immediate attention of the operator. The onward progress of the message in question, would be inhibited until the problem is corrected.

3. After a message is received in the Headquarters Signal Center and reformatted for forwarding to non-Agency addees, the sanitized version is passed electrically into the MAX computer. The message switching facilities have software CSRs that would inhibit output of a cable in ACP form

PAGE 2

containing four consecutive Xs to a non-Agency customer.

4. In most cases, where this type reformatting relay operation is performed, it is accomplished using a paper tape. This tape is received from the originating station. If the five X sequence was inserted by the originator immediately preceeding that portion of text to be forwarded to non-Agency addees, the operator would be required to insert the tape (tape received from the originator and being used to prepare the final version) after the X sequence or remove that portion preceeding the Xs, otherwise the finished version would include the X sequence and would not transit the hardware/software CSRs.

While this recommendation does not totally solve the problem, I think it is a continuing step in the right direction. My plan would be to utilize the already proven safeguards. This offers a more error-free operation and can be accomplished utilizing hardware/software programs already in existence.

Two examples are attached.

Next 2 Page(s) In Document Exempt

CONFIDENTIAL

SUMMARY AND RECOMMENDATIONS FOR THE CHAIRMAN

SUGGESTION NO. 77-49: dated 9 August 1976   25X1A

                                                        ■ ., GS-09
                       Telecom Specialist
                       Directorate of Administration/OC

A. **Summary of Suggestion**

    1. **Background**

        The KW-7 has several protective features incorporated into the unit. The suggester noted a discrepancy which could allow the inadvertent loss or delay of traffic during an alarm condition. These unique circumstances are possible because audible alarms do not sound when KW-7's are in remote position. It is likely that an operator may not notice an alarm lamp, thus message delays are possible. Analysis of the audible alarm circuitry of the KW-7 revealed that the alarm circuitry will not activate LS-1 when the PCR switch is in the remote position (the position normally used when sending and receiving traffic).

    2. **Suggestion**

        Remedy the probem by a modification consisting of strapping pins 1 and 2 on PCR switch ISI-BR together. This would permit the KW-7 internal audible alarm to activate in any PCR switch setting.

B. **Evaluation**

25X1A

    1. ■■■■■■■■ concurred in the ■■■ modification. 25X1A

    2. OC Headquarters will issue Optional Modification Work Order 208-1 in October 1976 as a result of this suggestion. This modification will provide some degree of operational convenience and possibly prevent some traffic delays. OC recommended a $50 award based on MODERATE/LIMITED intangible benefits.

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C. Recommendation of Executive Secretary

    1. Not line of duty.

    2. $50 Award (MODERATE/LIMITED).

D. Decision of the Chairman

25X1A

_____   _2o Sept 76_
Chairman, Suggestion and Achievement   Date
Awards Committee

$50.00
_____
Award

-2-